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A Comparison of Union Agreements

FIVE years ago only a small proportion of companies in the United States operated under formal agreements with labor organizations. A growth of membership in labor unions from around 3.5 millions five years ago to an estimated 8 millions has brought about a marked increase in the extent of collective bargaining.

Many managements are now having their first actual experience with collective bargaining. After dealing individually with employees under a tacitly understood but rarely formally stated employer-employee policy, they were suddenly confronted with the necessity of framing a company policy that would be satisfactory both to management and to union representatives. In some cases the attempt was made to keep the agreement as brief as possible, limiting it to the enunciation of broad policies, the details of which were later to be worked out by joint negotiation. In other cases the contract included provisions covering the minutest details concerning management-employee relations.

As collective bargaining became widespread, many companies became interested in learning how other companies' contracts read, and in comparing their own contracts with those of others. They wondered if certain provisions were more characteristic of contracts with A.F.L. or C.I.O. unions. They wanted to know the prevailing practice in dealing with this or that matter.

To furnish this desired information THE CONFERENCE BOARD in the middle of 1937 analyzed in detail 90 union contracts, 38 of which were with unions affiliated with the A.F.L. and 52 with C.I.O. unions.¹ Many of these contracts have since expired and negotiations preceding their renewal often have resulted in the incorporation in new agreements of substantially amended provisions.

¹See *Conference Board Service Letter*, issues of August, September and October, 1937.

Also, more companies have entered into collective bargaining agreements with unions, and both management and union representatives have tried to profit by errors made in earlier contracts and to take into account situations on which experience has shown that a clearer understanding was necessary or advisable. It appeared, therefore, that a representative group of recent union contracts might present a quite different composite picture from the one revealed by the 1937 agreements, and, therefore, THE CONFERENCE BOARD undertook a new analysis.

To secure a representative sampling of union contracts, names of companies that had recently entered into agreements with unions were taken from A.F.L. and C.I.O. publications, and they and a few other companies were asked for permission to include their contracts in THE CONFERENCE BOARD analysis. Of the 114 contracts examined, covering many different industries and types of business, 52 are with A.F.L. unions, 55 with C.I.O. unions, and seven with independent labor organizations. Fifty-three national or international unions are represented.

The contents of these agreements, classified under seven general headings, are summarized in the accompanying tables. While these tables indicate the matters covered in the contracts and show the relative prevalence of the various types of provisions, some points brought out in the analysis deserve special comment.

CLOSED SHOP, CHECK-OFF AND PREFERENTIAL HIRING

The group of contracts here analyzed shows a considerably greater prevalence of closed-shop agreements than did the 1937 survey. The closed-shop gain, how-

Quotation of statistics and other material in this publication is permitted when due credit is given to THE CONFERENCE BOARD

TABLE 1: PROVISIONS REGARDING STATUS OF UNION, DURATION OF AGREEMENTS, AND MANAGEMENT RIGHTS

| | Total | A.F.L. | C.I.O. | Independent Unions | | Total | A.F.L. | C.I.O. | Independent Unions |
|---|-------|--------|--------|--------------------|--|-------|--------|--------|--------------------|
| NUMBER OF AGREEMENTS ANALYZED... | 114 | 52 | 55 | 7 | Company will not hire anyone employed by other company where union is on strike..... | 1 | .. | 1 | .. |
| NUMBER OF UNIONS REPRESENTED... | 53 | 30 | 16 | 7 | No strikes or lockouts during life of agreement..... | 43 | (d) 20 | (e) 19 | 4 |
| Agreement with union covers | | | | | No wage reductions during life of agreement..... | 9 | (f) 4 | (g) 4 | 1 |
| Only members of the union..... | 31 | 7 | 24 | .. | Refusal to work because of wage reduction not a violation of agreement.. | 1 | .. | 1 | .. |
| All eligible employees..... | 49 | 17 | 29 | 3 | Company to continue policy of employing no one under 16 yrs. of age... | 4 | .. | (h) 4 | .. |
| All employees coming under agreement (closed shop)..... | 34 | 28 | 2 | 4 | Company to continue policy of safeguarding health and safety of employees..... | 46 | 12 | 33 | 1 |
| Employees specifically excluded from union membership: | | | | | Duration of agreement: | | | | |
| Executives..... | 11 | 4 | 6 | 1 | 1 yr..... | 21 | 5 | 16 | .. |
| Supervisory employees..... | 57 | 18 | 38 | 1 | 1½ yrs..... | 1 | .. | 1 | .. |
| Salaried employees..... | 55 | 15 | 39 | 1 | 2 yrs..... | 5 | 3 | .. | 2 |
| Maintenance and other special miscellaneous groups not eligible for membership..... | 54 | 16 | 36 | 2 | 3 yrs..... | 1 | 1 | .. | .. |
| Open shop retained..... | 80 | (a) 24 | (b) 53 | 3 | 1 yr., and, unless changed, another yr. | 1 | 1 | .. | .. |
| Closed shop granted..... | 34 | 28 | 2 | (c) 4 | 1 yr. and thereafter until changed... | 4 | .. | 1 | 3 |
| Check-off granted..... | 7 | 3 | 4 | .. | Yr. to yr. unless changed..... | 60 | (i) 40 | (j) 18 | 2 |
| Preferential hiring of union members.. | 18 | 9 | 8 | 1 | Steel industry clause ¹ | 17 | .. | (k) 17 | .. |
| Union allowed to transact business on company grounds..... | 11 | 3 | 6 | 2 | Until changed..... | 1 | 1 | .. | .. |
| Company not to discriminate against union members or interfere with right of employees to join a union. | 63 | 18 | 42 | 3 | Management retains right to: | | | | |
| Union not to coerce employees or solicit membership on company time..... | 46 | 6 | 37 | 3 | Hire..... | 38 | 4 | 32 | 2 |
| If union members not in good standing, union may ask company to discharge them..... | 4 | 1 | 2 | 1 | Suspend..... | 33 | 2 | 29 | 2 |
| Union men not employees allowed to talk with members..... | 1 | .. | 1 | .. | Transfer..... | 33 | 3 | 28 | 2 |
| Union assumes responsibility for standard of work of union men it recommends..... | 1 | .. | 1 | .. | Discharge..... | 43 | 9 | 32 | 2 |
| | | | | | Lay off..... | 33 | 2 | 29 | 2 |
| | | | | | Promote..... | 5 | 3 | .. | 2 |

¹"(a) Either party may subsequent to 19 . . . at any time and from time to time give ten (10) days' written notice to the other party of the time for the commencement of a conference of the parties for the purpose of negotiating the terms and conditions of a change of the agreement which conference shall be at the office of the Corporation, unless otherwise mutually agreed, and (b) if, because of failure to agree, the agreement is not changed by a written agreement entered into by the Corporation and the Union within twenty (20) days from the giving of said notice, then the agreement and all of the provisions thereof, shall terminate upon the expiration of twenty (20) days from the giving of said notice."

(a) In 3 companies, open shop, but those employees who are members of the union must remain members in good standing during life of agreement.

(b) In 2 companies, open shop, but those employees who are members of the union must remain members in good standing during life of agreement.

ever, is confined to the A.F.L., with 28 instances as compared with 12 in 1937. Only two of the 1939 C.I.O. contracts examined include the closed shop as against five in 1937. The independent labor organizations favor the closed shop, with four of the seven contracts in the 1939 analysis containing this provision. The check-off has also gained, from two instances in 1937, both A.F.L., to seven in 1939, three A.F.L. and four C.I.O.

A somewhat peculiar variation of the closed shop, found in five of the contracts studied, is that no employee is required to join the union, but that if he does become a member he must remain a member in good standing. The following section quoted from one of these contracts illustrates this provision:

The Corporation agrees that all of its employees who are, and those who shall hereafter become, members of the Union, shall remain members of the Union during the life of this agreement.

(c) In 1 company, with some exceptions.

(d) In 1 company, just "no strikes"; in 1 company, no strikes in connection with other unions; in 1 company no sympathetic strike.

(e) In 1 company, except to avoid bodily harm to employees.

(f) In 1 company, also no reduction in hours below 30 except by mutual consent.

(g) In 1 company, also no discharges and no layoffs; in 1 company, also no increase in hours.

(h) In 1 company, no one under 18 years of age.

(i) In 3 companies, 2 years, and then year to year; in 1 company, year and a half, then year to year.

(j) In 1 company, 3 years and then year to year; in 2 companies, year and a half, then year to year.

(k) In 2 companies, 30 days instead of 20; in 1 company, 90 days; in 1 company, 25 days.

In this analysis no distinction has been made between the closed shop and the so-called "union shop." In the latter case, the management may employ anyone it selects, but if the employee is not already a member of the union he must become one within a specified time or forfeit his job. Therefore, while the management is not restricted to the employment of union members, no one not a member of the union in good standing can continue to work. Since, therefore, in a union shop continued employment is contingent on union membership, this type of shop does not differ in principle from the closed shop, for all employees must be union members and, consequently, individual employees have no choice in the matter of membership.

"Preferential hiring" is a further modification of the closed-shop principle of which no instances were found in the 1937 survey but which appears in 18 of the present group of contracts, including one with an independ-

ent union. Under this arrangement the union is given first opportunity to nominate its members to fill jobs, but if its candidates are not satisfactory the management is free to employ anyone it may select. An example of such a provision, in which the union further assumes responsibility for the acceptability of its candidates follows:

Excepting where the employer may desire to employ some particular person or persons, by reason of their qualifications, it will, when practicable, cooperate with the union in furnishing employment to its members, notifying it of the number and type of any employees desired and the date. If the union, from its members, can furnish men satisfactory to the employer they will, in the ordinary course of business, be given preference of employment.

The union assumes responsibility for the standard of work performed by the men recommended by it as competent for employment. This is to the end that cooperation between employer and union may be made mutually advantageous.

CONTROL OF STRIKES AND LOCKOUTS

Difficulties encountered in preventing sporadic interruptions of production under collective bargaining have led to a variety of prohibitions of this practice. Many contracts contain a statement that no strike or lockout may be called until certain specified steps of negotiation have been taken. Special problems are encountered, however, when sympathetic strikes are involved or when a strike in the plant by another union would make

it necessary for employees not concerned in the particular strike, to pass through a picket line in order to reach their work. Sometimes these contingencies are specifically covered in the contracts, for example:

The employees agree not to engage in any strikes or stoppages of work during the life of this agreement and the employer agrees not to engage in any lockout. Any action of the employees leaving their job for fear of bodily harm, in case of a legally declared strike by some other union working directly on the job, such strike being approved by the Steel Workers Organizing Committee, shall not constitute a violation of this agreement.

* * *

Pending the proper handling of grievances or disputes as provided for in Article XI, the company and the union agree that there shall be no strikes, lockouts, sit-down strikes, slow strikes, jurisdictional strikes, boycotting, sympathetic strikes, cessation of work, or any other stoppages of work, nor shall any of the above occur until all and every means of affecting an adjustment shall have been used. The violation of this provision shall be ground for discharge of any employee participating

* * *

The trade jurisdiction of the union shall include all persons employed on production on or about the employer's plant, including maintenance, and the union shall refuse to recognize any picket line established at the employer's plant for the sole purpose of altering this jurisdiction. Nothing herein contained shall require the members to go through picket lines where the picketing is not peaceful and law-enforcement inadequate. It is further understood that the company will not be requested by the union to participate in any dispute regarding jurisdiction which

TABLE 2: PROVISIONS REGARDING WAGES

| | Total | A.F.L. | C.I.O. | Independent Unions | | Total | A.F.L. | C.I.O. | Independent Unions |
|--|-------|--------|--------|--------------------|--|-------|--------|--------|--------------------|
| NUMBER OF AGREEMENTS ANALYZED.. | 114 | 52 | 55 | 7 | Rate for new job governs in case of transfer..... | 4 | 2 | (g) 2 | .. |
| Existing wage rates to remain in effect one yr..... | 31 | (a) 10 | (b) 20 | (c) 1 | Handicapped persons may be paid lower rate than standard..... | 3 | 1 | 2 | .. |
| Minimum wage established..... | 42 | 19 | 18 | (d) 5 | If temporarily transferred from lower to higher rate job, given higher rate; if higher to lower, keeps own rate. | 20 | 13 | 7 | .. |
| Definite scale of wage rates specified.. | 24 | 20 | 4 | .. | Additional wages paid to nightshift workers: | | | | |
| Complaints about individual rates to be adjusted locally..... | 20 | .. | 20 | .. | 5%..... | 2 | 1 | 1 | .. |
| Wages may be changed by negotiation upon 10 days' notice by either party | 4 | .. | 4 | .. | 10%..... | 2 | .. | (h) 2 | .. |
| Wages in case employee reports and no work available: | | | | | 5 cents an hr..... | 2 | 1 | 1 | .. |
| 1 hr's pay..... | 4 | (e) 4 | .. | .. | If transferred to night shift, paid overtime rate: | | | | |
| 2 hr's pay..... | 21 | 12 | 8 | 1 | Up to 7 days..... | 1 | 1 | .. | .. |
| 3 hr's pay..... | 6 | 3 | 3 | .. | Up to 10 days..... | 1 | 1 | .. | .. |
| 4 hr's pay..... | 11 | 5 | (f) 5 | 1 | If employee loses time through no fault of his own, compensated for time lost | 1 | .. | 1 | .. |
| ½ day's pay..... | 2 | .. | 2 | .. | Time study made before new piece work rate is established..... | 1 | .. | 1 | .. |
| 50 cents minimum expenses..... | 1 | .. | 1 | .. | Time study system to be eliminated if union can prove it is not workable. | 1 | .. | 1 | .. |
| If breakdown for over 1 hr. paid—amount not stated..... | 1 | .. | 1 | .. | Guaranteed wages to employees: | | | | |
| Wage increase provided: | | | | | 10½ mos' wages out of 12 mos..... | 1 | 1 | .. | .. |
| Specific increase granted..... | 7 | 5 | 1 | 1 | Minimum of 80% of regular pay for 260 days..... | 1 | 1 | .. | .. |
| If profit during 1937, increase of 5%, March 1, 1938..... | 1 | .. | 1 | .. | | | | | |
| 5 cent an hr. increase after first yr. of agreement..... | 1 | 1 | .. | .. | | | | | |
| Wage reduction provided..... | 2 | 1 | 1 | .. | | | | | |

(a) In 5 companies, existing rates to remain in effect, but company may increase.

(b) In 3 companies, existing rates to remain in effect, but company may increase.

(c) Yes, but may increase.

(d) In 1 company, both minimum and maximum rates specified.

(e) In 1 company, day—1 hour's pay; night—2 hours' pay.

(f) In 1 company, if between 7 A.M. and 10 P.M.—4 hours' pay; if between 10 P.M. and 7 A.M.—8 hours' pay; in 1 company, 4 hours' pay, except Shipping Department.

(g) In 1 company, employee need not take job.

(h) In 1 company, 10% up to 7 hours; over 8 hours, overtime rate.

TABLE 3: PROVISIONS REGARDING HOURS OF WORK

| | Total | A.F.L. | C.I.O. | Independent Unions | | Total | A.F.L. | C.I.O. | Independent Unions |
|---|-------|--------|--------|--------------------|--|-------|--------|--------|--------------------|
| NUMBER OF AGREEMENTS ANALYZED. | 114 | 52 | 55 | 7 | Morning shift, 44 hrs.; afternoon shift, 44 hrs.; night shift, 42 hrs.. | 1 | .. | 1 | .. |
| Maximum Hrs. of Work..... | .. | .. | .. | .. | Days Per Wk.: | 71 | 24 | 42 | 5 |
| 6 hrs. per day..... | 2 | 1 | 1 | .. | 5 days per wk..... | 1 | 1 | .. | .. |
| 7½ hrs. per day..... | 1 | .. | 1 | .. | 5½ days per wk..... | 11 | 7 | 4 | .. |
| 8 hrs. per day..... | 83 | 34 | (a) 44 | 5 | 6 days per wk..... | 1 | .. | 1 | .. |
| 8½ hrs. per day..... | 1 | 1 | .. | .. | Some employees, 5 days; some 6 days | 1 | 1 | .. | .. |
| 9 hrs. per day..... | 1 | .. | 1 | .. | Minimum, 5 days; maximum, 6 days | 1 | 1 | .. | .. |
| Morning shift—8 hrs.; afternoon shift—7½ hrs.; night shift—7 hrs. | 1 | .. | 1 | .. | Guaranteed Hrs. of Work: | | | | |
| Minimum, 6 hrs.; maximum, 8 hrs.. | 1 | 1 | .. | .. | 52 wks' work to 55 men; 40 wks' work to 8 men..... | 1 | .. | (b) 1 | .. |
| Some employees, 6 hrs.; some 8 hrs. | 2 | 2 | .. | .. | 32 hrs' work per wk. to all; if laid off, receive guarantee of 32 hrs' pay.. | 1 | 1 | .. | .. |
| 30 hrs. per wk..... | 1 | 1 | .. | .. | 32 hrs' work per wk. to all; if laid off not later than 3rd day, guarantee not effective; if necessary to transfer employee to obtain guaranteed time and employee refuses, loses guarantee right; if holiday occurs, then 27 hrs..... | 1 | 1 | .. | .. |
| 35 hrs. per wk..... | 1 | 1 | .. | .. | 36 hrs' work per wk. to all; if laid off not later than 4th day, guarantee not effective; if necessary to transfer employee to obtain guaranteed time and employee refuses, loses guarantee right; if holiday occurs, then 27 hrs..... | 1 | 1 | .. | .. |
| 36 hrs. per wk..... | 1 | .. | 1 | .. | 52 wks' work per yr. to all..... | 1 | 1 | .. | .. |
| 37½ hrs. per wk..... | 1 | .. | 1 | .. | | | | | |
| 40 hrs. per wk..... | 68 | 22 | 41 | 5 | | | | | |
| 44 hrs. per wk..... | 9 | 7 | 2 | .. | | | | | |
| 45 hrs. per wk..... | 4 | 2 | 2 | .. | | | | | |
| 48 hrs. per wk..... | 1 | 1 | .. | .. | | | | | |
| 54 hrs. per wk..... | 1 | 1 | .. | .. | | | | | |
| 40 hrs. during 44 wks.; 45 during 8 peak wks..... | 1 | .. | 1 | .. | | | | | |
| Some employees, 36 hrs.; some 40 hrs.; some 50 hrs..... | 1 | .. | 1 | .. | | | | | |
| Some employees, 36 hrs.; some 44 hrs. | 1 | .. | 1 | .. | | | | | |
| Minimum, 36 hrs.; maximum, 40 hrs. | 1 | 1 | .. | .. | | | | | |
| Some employees, 36 hrs.; some 48 hrs. | 1 | 1 | .. | .. | | | | | |
| Slack season, 40 hrs.; busy season, 56 hrs..... | 1 | 1 | .. | .. | | | | | |

(a) In 1 company, 8 hours, 5 on Saturday.

(b) But may be changed by negotiation with union.

may arise between the union and any other labor organization.

An instance in which the union recognizes the propriety of "sympathetic" action on the part of the employer follows:

Any action of the employer in suspending operations in order to support a fellow member of the Association of Distributors who may be engaged in a labor dispute directly affecting the employer shall not constitute a breach of this contract on the part of the employer.

TIME STUDIES AND INCENTIVE SYSTEMS

Organized labor has traditionally been opposed to incentive wage systems and to the use of the stop watch in making time studies for setting standards on the ground that these are devices for speeding up the worker and inducing him to deliver a disproportionate amount of work for the pay received. During the recent spread of collective bargaining, unions have secured the abolition of incentive systems in many companies. In some instances, however, employees well satisfied with the particular system in force in their company have insisted on retaining it.

A few of the contracts examined in this survey refer specifically to this subject. One provides that time studies shall be signed by the foreman, employee and time study man. Set-up time shall include first inspection. When piece work rates are questioned, the ag-

grieved employee first takes the matter up with the foreman and, if it is not satisfactorily settled, he can refer it to the departmental representative. If still not settled, the matter can be referred to the grievance committee for consultation with the works manager or his designee. Four other references to this subject in union contracts are quoted below.

All employees coming under the provisions of this agreement shall be paid in accordance with the present wage incentive plan, which will be increased to cover the balance of the operations of the Corporation as fast as practicable. All changes in the present operation in production shall be subject to explanation before being installed.

* * *

The policy regarding speed of operations is that time studies shall be made on a basis of fairness and equity consistent with the quality of workmanship, efficiency of operations and the reasonable working capacities of normal operations. The management has full authority to settle such matters. There shall be no reduction of piece work prices when mutually satisfactory unless due to mechanical improvements, in which case new time studies may be made of the job. If an employee or group of employees claim the timing of their job is too fast and the foreman is unable to adjust the matter, the job will be restudied and if found to be unfair an adjustment in the time will be made under the provisions of this agreement.

* * *

Before a new piece work rate is introduced the procedure shall be as follows: The studies on any given day are figured that night or the following morning, and before noon of that day, after the study is made, the operator or group leader is informed of the studied time by the time

study man and the foreman. The foreman is then asked to O.K. that time, unless objections are raised by the operator or group leader or member of the Grievance Committee or the foreman. If such objections are raised, the time study man will endeavor to convince them of the fairness of the rate that he timed, and if he fails to do so, a new study is made. If the new studied time established is agreed upon by all parties concerned, then such time is set as a standard established time.

The present time study system will be eliminated if at any time the Union can prove that it is not workable.

* * *

Progress in the operation of the employer's business may require changes in machinery, material and methods of manufacture, which may result in the transferring of jobs from one machine to another or from one department to another and the reestablishment of piece rates. The union recognizes that the employer has the sole right to determine when and the extent to which such changes will be made and to reestablish piece rates so long as the same shall not result in a decrease in the wages of the employee.

VARIATIONS OF SENIORITY RULE

Seniority is one of the subjects most frequently covered in union contracts; reference to it varies from the simple statement that the principle of seniority shall govern in layoff and reemployment to elaborate provisions attempting to provide specifically for every possible contingency. The most prevalent seniority provision, found in about a quarter of the contracts examined, is known as the standard C.I.O. seniority clause and reads as follows:

It is understood and agreed, that in all cases of promotion and increase or decrease of forces the following factors shall be considered, and where factors (b), (c), (d), and (e) are relatively equal, length of continuous service shall govern.

- (a) Length of continuous service.
- (b) Knowledge, training, ability, skill and efficiency.
- (c) Physical fitness.
- (d) Family status; number of dependents, etc.
- (e) Place of residence.

TABLE 4: PROVISIONS REGARDING OVERTIME

| | Total | A.F.L. | C.I.O. | Independent Unions | | Total | A.F.L. | C.I.O. | Independent Unions |
|---|-------|--------|--------|--------------------|--|-------|--------|--------|--------------------|
| NUMBER OF AGREEMENTS ANALYZED.. | 114 | 52 | 55 | 7 | <i>Sundays—Continued</i> | | | | |
| Rates of pay for overtime work: | | | | | 10 hrs. or more, \$1.00 for meals; time and a half or equal time off if over 40 hrs..... | 2 | .. | .. | (g) 2 |
| <i>Week-days</i> | | | | | <i>Holidays</i> | | | | |
| Time and a third..... | 2 | 1 | 1 | .. | Time and a third..... | 2 | 1 | 1 | .. |
| Time and a half..... | 83 | (a) 41 | (b) 40 | 2 | Time and a half..... | 45 | (h) 16 | (i) 28 | 1 |
| Double time..... | 1 | 1 | .. | .. | Double time..... | 39 | 25 | (j) 13 | (k) 1 |
| Equal time off..... | 3 | 1 | 2 | .. | Equal time off..... | 1 | .. | .. | 1 |
| Time and a half or equal time off..... | 2 | .. | 2 | .. | Regular wage plus day's pay..... | 1 | 1 | .. | .. |
| For work during lunchtime or if over 5 hrs. without a meal, time and a half first 4 hrs., double thereafter..... | 1 | .. | 1 | .. | Employees excluded from regular overtime provisions: | | | | |
| Piece rate and ½ average hourly earnings..... | 1 | .. | 1 | .. | Maintenance, etc..... | 27 | 9 | 17 | 1 |
| 5:00 to 7:00 P.M.—time and a half; 7 P.M. to 8 A.M.—double time..... | 1 | 1 | .. | .. | Writers, photographers and executives earning over \$100 a wk..... | 1 | .. | 1 | .. |
| Time and a half first 4 hrs., then double..... | 1 | 1 | .. | .. | Those required to be away from city, executives and confidential employees..... | 1 | .. | 1 | .. |
| Over 8 hrs. up to 10, and over 40 hrs. up to 48, regular pay plus 5 cents an hr.; over that, time and a half..... | 1 | 1 | .. | .. | Order dept., accounting dept., and those earning \$50 a wk..... | 1 | .. | 1 | .. |
| \$1.25 for each 15 minutes..... | 1 | 1 | .. | .. | Shift rotation causing extra shift in 1 wk. not grounds for overtime... | 1 | .. | 1 | .. |
| Over 40 hrs., equal time off; if over 48 hrs., that time at \$2.50 an hr. | 1 | .. | .. | (c) 1 | Daily and weekly overtime not paid for same hrs. worked..... | 27 | 5 | 21 | 1 |
| 10 hrs. or more, \$1.00 for meals; time and a half or equal time off over 40 hrs..... | 2 | .. | .. | (c) 2 | If employee required to work other than regular schedule, paid: | | | | |
| <i>Sundays</i> | | | | | 4 hrs. minimum overtime..... | 2 | .. | (l) 2 | .. |
| Time and a quarter..... | 1 | .. | 1 | .. | 3 hrs. minimum overtime..... | 4 | 3 | 1 | .. |
| Time and a third..... | 2 | 1 | 1 | .. | 2 hrs. minimum overtime..... | 2 | 2 | .. | .. |
| Time and a half..... | 53 | 22 | (d) 30 | 1 | Time and a half..... | 1 | .. | 1 | .. |
| Double time..... | 34 | (e) 21 | (f) 12 | 1 | Time and a half until end of scheduled shift, then double..... | 1 | 1 | .. | .. |
| Equal time off..... | 1 | 1 | .. | .. | 2 hrs' pay for 1½ hrs. or less; then time and a half..... | 1 | 1 | .. | .. |
| Over 40 hrs., equal time off; if over 48 hrs., that time at \$2.50 an hr. | 1 | .. | .. | (g) 1 | | | | | |

- (a) In 1 company, not for first hour overtime; in 1 company, 1½ only if over 10 hours a day or 48 hours a week.
- (b) In 1 company, except 9 departments;—those 1½ only if over 40 hours a week, not 8 hours per day; in 1 company, not for first 2 hours overtime.
- (c) Applies also to Sunday work.
- (d) In 1 company, 1½ only after 10 hours in 11.
- (e) In 1 company, double time on Saturday afternoon also; in 1 company, double time on 7th day, regardless of whether Sunday or not.

- (f) In 1 company, double time on Saturday also.
- (g) Applies also to weekdays.
- (h) In 1 company, 1½ except those holidays paid for, then regular pay.
- (i) In 1 company, 1½ unless emergency.
- (j) In 1 company, double on Christmas and for 4 hours on other holidays; in 2 companies, double on all time over 16 hours in 24 hours.
- (k) And for all work in excess of 16 hours in 24 hours.
- (l) In 1 company, also 50 cents traveling expenses.

TABLE 5: PROVISIONS REGARDING VACATIONS AND HOLIDAYS

| | Total | A.F.L. | C.I.O. | Independent Unions | | Total | A.F.L. | C.I.O. | Independent Unions |
|----------------------------------|-------|--------|--------|--------------------|---------------------------------------|-------|--------|--------|--------------------|
| NUMBER OF AGREEMENTS ANALYZED.. | 114 | 52 | 55 | 7 | Holidays on which plant closed: | | | | |
| Paid vacations provided | 68 | 26 | 37 | 5 | New Year's Day..... | 75 | 44 | 28 | 3 |
| Number of holidays plant closed: | | | | | Lincoln's Birthday..... | 2 | 1 | .. | 1 |
| Three..... | 10 | 1 | 9 | .. | Washington's Birthday..... | 18 | 7 | 8 | 3 |
| Four..... | 2 | (a) 1 | 1 | .. | Good Friday..... | 2 | .. | (d) 2 | .. |
| Five..... | 8 | (b) 4 | 4 | .. | Easter Monday..... | 2 | .. | (d) 2 | .. |
| Six..... | 47 | (c) 31 | 16 | .. | Decoration Day..... | 74 | 39 | 32 | 3 |
| Seven..... | 20 | (b) 8 | 10 | 2 | Independence Day..... | 92 | 46 | 43 | 3 |
| Seven and a half..... | 1 | .. | (a) 1 | .. | Labor Day..... | 91 | 45 | 43 | 3 |
| Eight..... | 2 | .. | (a) 2 | .. | Columbus Day..... | 2 | 1 | .. | 1 |
| Ten..... | 1 | .. | .. | 1 | Election Day..... | 3 | 1 | (e) 2 | .. |
| Eleven..... | 1 | 1 | .. | .. | Armistice Day..... | 9 | 4 | (f) 4 | 1 |
| Paid for holidays..... | 9 | 7 | 2 | .. | Thanksgiving Day..... | 82 | 45 | 34 | 3 |
| Not paid for holidays..... | 83 | 39 | 41 | 3 | Christmas Day..... | 92 | 46 | 43 | 3 |
| | | | | | State Holiday..... | 1 | 1 | .. | .. |
| | | | | | Company Picnic Day..... | 1 | .. | 1 | .. |
| | | | | | Jewish holidays to Jewish employees.. | 2 | 2 | .. | .. |

(a) In 1 company, holidays paid for.

(b) In 1 company, holidays paid for and Jewish holidays to Jewish employees.

(c) In 4 companies, holidays paid for.

(d) In 1 company, Easter Monday or Good Friday.

(e) In 1 company, half-day only.

(f) In 1 company, if majority of companies do.

Seniority Status of Apprentices

The seniority status of apprentices has caused some difficulty. From one point of view apprentices are young employees, usually without dependents and with a short service record, who should properly be among the first to be laid off when plant activity declines. From another point of view a joint undertaking has been entered into by management and apprentice to devote a specified number of years to intensive training. Apart from the question of how binding on management this undertaking is, there remains the practical fact that if the training period is constantly interrupted no satisfactory progress can be made, and it is essential to the future satisfactory functioning of industry that an adequate number of promising young men be kept constantly in training to fill the need for highly skilled craftsmen.

The fact that in most union agreements no specific reference is made to the seniority status of apprentices implies that they enjoy no preferred standing. Occasionally, however, special provision is made, as in the following clauses:

At the present time the company has in existence several contracts with apprentices which it wishes to continue as it is duty bound not to break any contract. Also, it is the desire of the company to continue this apprentice plan in the future. Further, from time to time it is necessary to bring in men of technical education for practical training in the shop. The company wishes to retain this plan. It is mutually agreed that both of the foregoing items shall be continued during the term of this agreement.

* * *

The employment of indentured apprentices shall be limited to ten (10) per cent of the total number of employees within any one of the skilled crafts departments. Indentured apprentices are exempt from the seniority provisions of this contract.

Exceptional Employees

Some companies insist that because of special present or potential value to the company certain employees must be exempt from the application of general seniority provisions. A good example of such an understanding is the following:

Application of seniority rules shall be by departments and by non-interchangeable occupational groups within the departments. The foregoing is subject to the express condition that the company reserves the right to exclude not to exceed ten per cent (10%) of the employees to whom seniority is applicable in any one department from the seniority rules, providing foremen and assistant foremen who are put back to work are included, so that if in the company's judgment an employee's value to the business is greater than the average he may be retained or called back to work after layoff or promoted irrespective of seniority.

The Foreman's Seniority Rights

The status of a foreman has sometimes been complicated by seniority regulations. It has long been customary when curtailment becomes necessary to return temporarily to production work those foremen most recently promoted. When seniority provisions came into force, however, this procedure was sometimes objected to by the union on the ground that when a worker was promoted to the supervisory force he automatically became ineligible for membership in the union and, therefore, lost his seniority status. Under such an interpretation, when a man could no longer be used as a foreman he must be dropped from the payroll. To prevent any chance of losing valuable men under such a ruling provisions such as the following are occasionally found:

In the event of curtailment of operations any foreman or supervisor may be reinstated by the company to the

position in which he was formerly employed when he became such foreman or supervisor, based upon his seniority in such department and as such foreman or supervisor.

* * *

In the management of the works and direction of the working forces, the importance and necessity of maintaining available at all times an adequate and efficient supervisory, technical and clerical staff is recognized.

It is accordingly agreed that members of the regular supervisory, technical and clerical staff who have served in these capacities for six months or more at any plant of the corporation and who, through lack of work, are temporarily not required in their usual capacity, may be retained in the status of workmen without regard to seniority.

* * *

Foremen or assistant foremen who are demoted and placed on an hourly basis shall resume their seniority with the company on the same basis as any other employee, providing that they formerly worked on that occupation and were promoted to foremanship in the company.

Exemption of Union Officers

While the company is protecting itself against too rigid application of seniority rules, union officers in

some cases have made certain that their jobs are protected by placing themselves beyond the reach of the seniority principle. Typical examples of such provisions are:

It is further agreed that members of the Plant Committee shall, while serving as such, be deemed as having seniority in the case of layoffs over all other employees in the department or departments in which they are serving as Committeemen.

* * *

In order to preserve the continuity of this bargaining program, the company agrees that the departmental chief stewards shall have the highest seniority rating in their respective departments (excepting the foremen in the departments). The plant shop committee shall have the highest seniority rating in their respective plants (excepting the foremen in the plants), and at the termination of their offices as chief stewards or plant shop committeemen they shall resume their normal seniority ratings. Local union officers, not to exceed a total of eighteen (18) in number for all plants, shall be granted seniority rights in their department next to the shop committee, the names to be furnished the employment department in writing.

* * *

The members of the Negotiating Committee and the functional officers of the union shall head the seniority

TABLE 6: PROVISIONS REGARDING SENIORITY

| | Total | A.F.L. | C.I.O. | Independent Unions | | Total | A.F.L. | C.I.O. | Independent Unions |
|--|-------|--------|--------|--------------------|--|-------|--------|--------|--------------------|
| NUMBER OF AGREEMENTS ANALYZED... | 114 | 52 | 55 | 7 | If transferred from one dept. to another, may carry 50% of seniority. | 1 | .. | 1 | .. |
| Standard seniority provisions..... | 27 | 3 | (a) 23 | (b) 1 | Employees not covered by agreement (mgt.-supervisory employees) transferred to job covered by agreement have seniority over all employees, if 3 yrs.' service..... | 3 | .. | 3 | .. |
| General statement of seniority..... | 33 | 19 | 12 | 2 | If transferred, employee keeps seniority in former dept. for one yr., unless transfer employee's own request..... | 2 | .. | 1 | 1 |
| Detailed statement of seniority..... | 24 | 11 | 12 | 1 | Layoffs | | | | |
| Seniority on department basis..... | 10 | .. | (c) 10 | .. | Hrs. of work reduced during slack periods before laying off employees | 13 | 3 | 10 | .. |
| Exceptional employees retained irrespective of seniority..... | 8 | 1 | (d) 5 | (e) 2 | Hrs. reduced to 24..... | 1 | .. | 1 | .. |
| Exceptional employees not to exceed: 5 % of department..... | 3 | 1 | (d) 2 | .. | Hrs. reduced to 32..... | 6 | (k) 2 | (l) 4 | .. |
| 10% of department..... | 2 | .. | 2 | .. | Hrs. reduced to number agreed to by company and union..... | 1 | .. | 1 | .. |
| Seniority rules not to apply to union committeemen during term of office | 7 | (f) 1 | (g) 6 | .. | Temporary employees laid off, then hrs. reduced to 30..... | 1 | 1 | .. | .. |
| Number of apprentices limited to 10% of department..... | 3 | .. | 2 | 1 | Temporary employees with 2 yrs.' service or less laid off, hrs. reduced to 32; employees with 4 yrs.' service laid off, hrs. reduced to 24..... | 1 | .. | 1 | .. |
| Number of apprentices limited to not more than one to every ten mechanics..... | 1 | 1 | .. | .. | Probationary employees laid off, then employees with 2 yrs.' service, then hrs. reduced to 32.... | 1 | .. | 1 | .. |
| Number of apprentices limited to 5% of total of division..... | 1 | .. | .. | 1 | Hrs. reduced to 24, then employees of no seniority or least seniority laid off until rest average 30 hrs..... | 1 | .. | 1 | .. |
| Transfers | | | | | | | | | |
| Employee may be transferred without losing seniority..... | 7 | (h) 3 | (i) 4 | .. | | | | | |
| No employee transferred without his consent and understanding..... | 3 | .. | 3 | .. | | | | | |
| Employee may transfer without losing seniority for 90 days; if remaining in new dept., seniority as of date of transfer..... | 1 | .. | 1 | .. | | | | | |
| If employee transferred, holds seniority in former dept., for 1 yr., after which seniority in new dept..... | 2 | .. | (j) 2 | .. | | | | | |

(a) In 1 company, standard form except that length of service and ability govern; in 1 company, family status, number of dependents, etc. governs.

(b) Except that economic status, number of dependents, etc. governs.

(c) In 2 companies, department and occupational basis.

(d) In 2 companies, apprentices also.

(e) In 1 company, also apprentices and temporary employees.

(f) Not exempt, but have preference over all other employees.

(g) In 2 companies, also executive officers of union; in 3 companies, not exempt, but have highest seniority in department.

(h) In 1 company, if from plant to plant; in 1 company, if permanent transfer.

(i) In 3 companies, if from plant to plant.

(j) In 1 company, "after which seniority with company," not new department.

(k) In 1 company, probationary employees laid off, then hours reduced to 32.

(l) In 2 companies, probationary employees laid off first, then hours reduced to 32.

list for their respective departments during their terms of office and shall be returned to their regular standing upon the termination of their service as Committeeman or officer. The union officers to be recognized for seniority purposes shall be: president, vice-president, treasurer, financial secretary, recording secretary, three trustees. Negotiating Committee members and officers shall be entitled to this rating only on the basis of written list submitted by the union.

GRIEVANCE PROCEDURE

Quite naturally, the method for handling grievances occupies a prominent place in most union agreements. As in the case of seniority, provisions vary from the simple statement that all grievances will be taken up and properly adjudicated to very detailed statements of the several steps that may be taken if a grievance is not satisfactorily settled in the first instance. In a large majority of cases arbitration is the final court of appeal. The most common grievance machinery might be called the five-stage method, an example of which follows:

Should differences arise between the Corporation and the Union or its members employed by the Corporation as to the meaning and application of the provisions of this Agreement or should any local trouble of any kind arise in any plant, there shall be no suspension of work on account of such differences but an earnest effort shall be made to settle such differences immediately in the following manner:

- First, between the aggrieved employee, who is a member of the union, and the Foreman of the department involved;
- Second, between a member or members of the Grievance Committee, designated by the Union, and the Foreman and Superintendent of the Department;
- Third, between a member or members of the Grievance Committee, designated by the Union, and the General Superintendent or Manager of the Plant;
- Fourth, between the Representatives of the National organization of the Union and the Representatives of the Executives of the Corporation; and
- Fifth, in the event the dispute shall not have been satisfactorily settled, the matter shall then be appealed to an impartial umpire to be appointed by mutual agreement of the parties hereto. The decision of the umpire shall be final. The expense and salary incident to the services of the umpire shall be paid jointly by the Corporation and the Union.

DURATION OF AGREEMENTS

A noteworthy difference observed in the 1939 group of contracts, as compared to earlier ones, is in the matter of duration of agreements. A majority of those included in the 1937 survey ran for a definite period, usually a year, perhaps reflecting the management's expectation that collective bargaining would be temporary and its unwillingness to commit itself too far into the future.

TABLE 7: PROVISIONS REGARDING GRIEVANCE PROCEDURE

| | Total | A.F.L. | C.I.O. | Independent Unions | | Total | A.F.L. | C.I.O. | Independent Unions |
|---|-------|--------|--------|--------------------|--|-------|--------|--------|--------------------|
| NUMBER OF AGREEMENTS ANALYZED.. | 114 | 52 | 55 | 7 | Union reserves right to refuse to handle grievance if employee not member of union; must be taken up directly with management..... | 1 | .. | 1 | .. |
| Standard 5-stage procedure for handling grievances..... | 35 | 5 | 30 | .. | <i>Discharges</i> | | | | |
| Varying procedures for handling grievances..... | 67 | 39 | 21 | 7 | Alleged unfair discharge cases: | | | | |
| If dispute not settled, arbitration provided for..... | 86 | 36 | (a) 43 | 7 | Must be taken up in 3 days..... | 3 | 1 | 2 | .. |
| Arbitration award binding on both parties..... | 74 | 29 | 39 | 6 | Must be taken up in 4 days..... | 1 | 1 | .. | .. |
| Expenses of arbitration shared jointly. | 57 | 13 | 38 | 6 | Must be taken up in 5 days..... | 1 | .. | 1 | .. |
| Only expenses of umpire shared jointly. | 1 | 1 | .. | .. | Must be taken up in 48 hrs..... | 3 | 1 | 2 | .. |
| If decision adverse to company, company pays..... | 1 | 1 | .. | .. | Must be taken up in 1 wk..... | 2 | .. | 2 | .. |
| Settlement of dispute to be made within: | | | | | Must be settled in 5 days..... | 24 | .. | 24 | .. |
| 5 days..... | 1 | 1 | .. | .. | Must be settled in 7 days..... | 1 | .. | 1 | .. |
| 9 days..... | 1 | 1 | .. | .. | Must be settled in 8 days..... | 1 | 1 | .. | .. |
| 10 days..... | 2 | .. | 1 | 1 | If employee reinstated, compensated for time lost..... | 54 | (c) 16 | (d) 38 | .. |
| 15 days..... | 4 | 1 | 3 | .. | <i>Committeemen</i> | | | | |
| 1 wk..... | 2 | 1 | 1 | .. | Committeemen allowed time off for duties: | | | | |
| 2 wks..... | 3 | 3 | .. | .. | With pay..... | 9 | (e) 3 | 4 | 2 |
| 3 wks..... | 1 | .. | 1 | .. | Without pay..... | 33 | 3 | 29 | (f) 1 |
| Specified periods for presenting grievances..... | 33 | 1 | (b) 30 | 2 | Duties for which committeemen allowed time off: | | | | |
| Immediate cases, like discharges, may be presented at any time..... | 29 | 1 | 26 | 2 | To attend committee meetings... | 25 | .. | 25 | .. |
| No suspension of work pending negotiations..... | 59 | 21 | 35 | 3 | To attend special meetings that can't be delayed..... | 24 | .. | 24 | .. |
| | | | | | To visit other departments when necessary and with supervisor's permission..... | 25 | .. | 25 | .. |

(a) In 3 companies, except for wage matters.

(b) In 1 company, taken up as they arise.

(c) In 1 company, up to Arbitration Board.

(d) In 1 company, for such time as is determined; in 1 company, up to 5 days; in 1 company, up to 30 days; in 1 company, if decision so directs; in 1

company, may remain on job during negotiations or have that time at full pay.

(e) In 1 company, paid only if necessary to hold meeting on company time.

(f) If a company grievance, paid for time off.

The prevailing practice in present contracts is to make the duration indefinite. In some cases both parties retain the right to abrogate the agreement at any time following specified procedure. Frequently, while duration is indefinite, certain dates are named when proposals for amendment may be submitted.

CONCLUSIONS

In general, recent union agreements seem to indicate a more serious acceptance of collective bargaining than former ones. The character and wording of the various provisions give the impression of an attempt to construct practical and workable agreements to cover situations that arise in day-to-day plant operation rather than of contracts entered into under duress and couched in such vague terms as to make misunderstanding inevitable and amicable administration difficult.

Either as a result of this acceptance of collective bargaining or because both parties recognize the drawbacks of too great rigidity, there is a tendency to make these instruments more flexible, allowing a greater leeway in their administration and leaving more matters subject to joint negotiation. Since such a development can only be possible if each of the parties respects and has confidence in the other, the implication is that in some companies, at least, collective bargaining has progressed beyond the preliminary stage of instinctive combativeness. Efforts toward genuine cooperation appear in such provisions as the following: "To promote the welfare of the company, the union offers to assist the company in the enforcement of the reasonable discipline now being practiced by the company and otherwise to promote the success of the company in every reasonable manner." If this is becoming the spirit actuating union-management relations, then a new stage in collective bargaining is in process of development in the United States.

HAROLD F. BROWNE
Management Research Division

Questions and Answers

An important function of the Management Research Division is to focus the information gathered in its many studies on particular problems confronting associated companies. The Division's services are constantly at the disposal of executives in these companies. Inquiries are, of course, answered promptly by mail, but some questions and answers believed to be of general interest are reproduced from time to time in this section of the MANAGEMENT RECORD.

Inquiries usually come from companies asking about problems involving their trainees. This, however, is an inquiry from an apprentice about his company.

Question: When you visited our plant to make a training survey, I was introduced to you for an interview as "one of our apprentices who is going places." As you may remember, I was just completing a five-year term of apprenticeship and was waiting to be assigned to a definite job. A month later I was told there were no openings and offered a choice of starting over again in another trade in another five-year apprenticeship or taking a lay-off. I know there are not any jobs now in my trade in the plant. I cannot help feeling that at the end of the next five years of training I might discover that there was no job in that trade open either. I feel as if I had wasted both my time and the company's. I don't blame the company for they are losing, too, so there must be something wrong somewhere. They couldn't help breaking their promises. I suppose I must start over, but before I do, I wanted to ask you if there are companies that are able to use the men they train or if they are all like mine?

Answer: This is one of the most difficult and one of the most common problems that face industry today. Recurrent depressions have made it almost impossible

to estimate with absolute accuracy the future skilled labor needs of any company. But at the same time that the difficulty is recognized, it is possible to say that much more can be done in this field than the great majority of companies are doing at the present time. Some organizations have begun to eliminate waste training by studying the individual departments in terms of normal labor turnover, the age level of present workers and the maximum and minimum labor requirements under varying conditions. Some have tried to shorten the preliminary training period by making it less comprehensive. If the training period is shorter, the program is more flexible and it is not necessary to try to make estimates too far into the future. Others are tending toward a broader skill training so that the resultant versatility of the trainees will make placement less difficult. There is an increasing interest in training by progression through a series of jobs in which the skills required are similar. All of these are efforts to answer the problem defined by the apprentice by analyzing labor needs, by making the training procedure more flexible, by increasing versatility and by making one job the training ground for the next.

The question is timely, for companies are now beginning to think in terms of training skilled men so that they may not be unprepared for an increase in business.

Just at this time, it is well, perhaps, to emphasize again the futility of spending years developing skills that neither the company nor the man will ever utilize. Sound research and creative thinking will avoid a large part of the wasted training and, in the long run, result in savings in terms of both money and morale.

Question: We have a booklet which defines the company policy, lists the rules and regulations and explains the employee activities. They are given to all employees at the time of employment, but we find that they are not being read. It is a common thing to see a lot of them on the floor of the waiting room for physical examinations or scattered in the gutters in the street in front of the plant. Has any company developed a technique for getting employees to read handbooks carefully?

Answer: One company directs the employee to take the handbook with him when he meets his foreman. It makes arrangements for a half-hour interview in which the foreman goes over each section of the material carefully and in detail, giving opportunity for any questions on all points.

In another plant, the induction procedure is done in groups by a staff man who explains and amplifies the material in the rule book as the new employees follow his explanations in their own copies.

Several companies have tried the experiment of including at the end of the handbook a detachable sheet which the employee signs stating that he has read and understands the rules. This sheet is returned to the industrial relations department and kept on file. Two samples are given below:

VERY IMPORTANT

When you have read these Shop Rules carefully, please tear off this perforated page, write your name and clock number on the bottom lines where indicated and drop it in the nearest mail basket so it will be returned to the Employment Department (Dept. No.)

I have read these rules carefully and understand them.

Date

Signature

Clock No.

AGREEMENT

of

OBSERVANCE OF FACTORY RULES

Date _____, 19____
(month) (day) (year)

THIS CERTIFIES—

that I have fully read all printed in the booklet of factory rules governing employees of this company of which this certification sheet was originally a part—

that I fully understand all rules therein printed—
that full and complete acceptance of said rules is willingly given as a condition of my obtaining employment with the company—

that I will fully obey all said rules and—

that I will observe all said rules fully at all times, subject to the penalty of immediate dismissal should I violate this agreement.

Employee to sign here

WITNESS:

(Foreman or Superintendent to sign here)

FOLLOWING MEDICAL EXAMINATION AND
EMPLOYMENT OF APPLICANT, THIS SHEET
TO BE DETACHED AND TURNED IN WITH
MEDICAL EXAMINATION TO EMPLOY-
MENT OFFICE

The companies using these report that there is not a guarantee that all employees will read carefully all the rules before they sign. They say, however, that since the adoption of this system a more widespread understanding of the company policies has been noted. While it is not universally true, apparently the great majority of employees hesitate to sign such a statement without first reading the material fairly carefully, knowing they will be held responsible for observance of the rules.

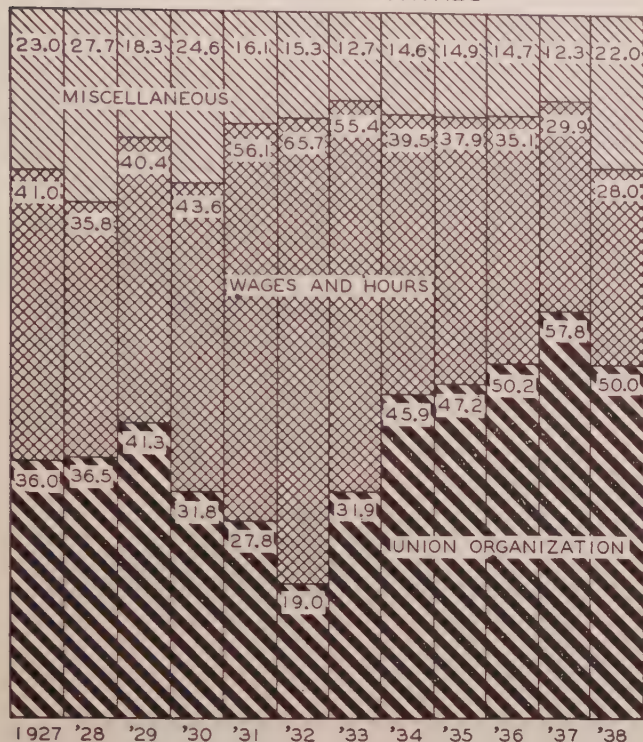
CORRECTION

[In announcing the results of the Foreman Essay Contest in the June issue of the Management Record, the names of the authors of three of the five essays which were awarded Fourth Prizes were unfortunately interchanged. The essay attributed to Joseph S. Daly was written by C. Clifton Edwards, the one attributed to C. Clifton Edwards was written by Maxim Minikes, and the one attributed to Maxim Minikes was written by Joseph S. Daly.—THE EDITOR.]

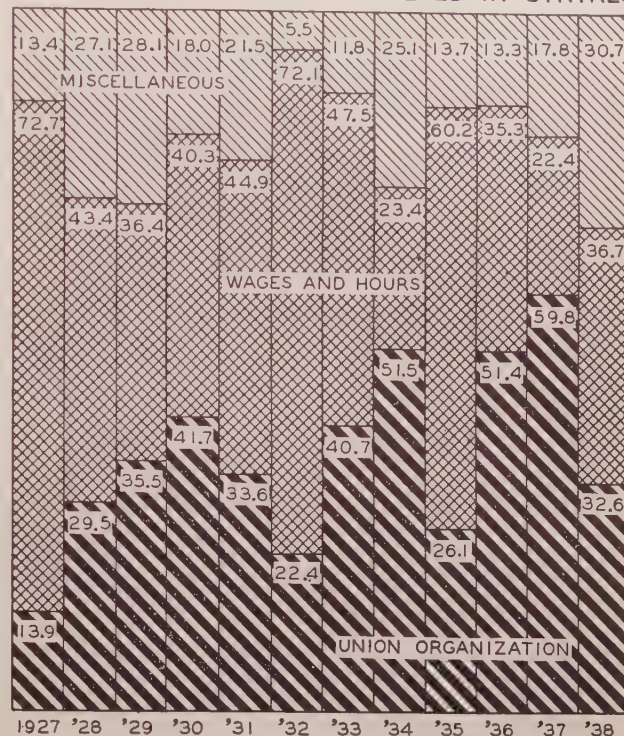
Graphic Facts

MAJOR ISSUES INVOLVED IN STRIKES, 1927-1938

PER CENT OF STRIKES



PER CENT OF WORKERS INVOLVED IN STRIKES



THE number and character of strikes do not necessarily furnish an accurate index of employer-employee harmony or lack of it, but they indicate something of the extent to which lack of agreement has taken militant form. It takes much less to bring about a strike when business is booming than under depression conditions. Dissatisfaction with working conditions, whether justified or not, may smoulder during a period of part-time operation when jobs are scarce, and burst into flame when business activity increases and when, perhaps, the original cause of ill feeling no longer exists. Consequently, data regarding strikes can easily be made to indicate conditions that do not exist in fact. However, if examined with discrimination, such data may yield valuable information.

No complete figures covering strikes in the United States exist, because there is no machinery for reporting all industrial disputes. The most complete series of figures on strikes are those compiled by the United States Department of Labor, and these undoubtedly include a large proportion of the labor difficulties that arise, particularly those involving considerable numbers of employees. With final figures for 1938 now available, an illuminating review of labor difficulties in recent years is possible. Some facts shown are presented in the charts above.

The cause of strikes is of great importance. Those

familiar with industrial operations know how impossible it is for any compiling agency to know the real causes of many strikes, and that they can be classified only according to the ostensible or announced reasons. Thus, a strike may be recorded as due to a demand for union recognition, but the real cause may be that Sam Jones, with eighteen years of consecutive service, is summarily discharged for a single costly mistake, and the resulting wave of resentment and feeling of insecurity that sweep through the working force make employees perfectly willing to demand union recognition and to back up the demand with a strike, if necessary.

The chart above destroys the illusion that not until the N.R.A. and the Wagner Act did union recognition become an outstanding cause of strikes. The highest proportion of strikes over union recognition was in 1937, when it reached 57.8%, but in 1929 the figure was 41.3%, and in 1928, 36.5%. However, this cause has accounted for practically half of the strikes since 1934.

The question of wages and hours bulked large as a cause of dissatisfaction during the depth of the depression, as is very natural. In 1932, 65.7% of strikes were due to this reason, and these strikes affected 72.1% of the total striking workers.

Organizational strikes in 1937 affected many large plants, as shown by the fact that they accounted for 57.8% of strikes in that year, involving 59.8% of

all workers on strike. Only 22.4% of the strikers in this year left their jobs in protest against wages or hours.

In 1938 just half of the recorded strikes were caused by difficulties in connection with union organization, and these strikes affected just under a third of the total number of strikers, suggesting that organizational activity was steadily shifting from large to smaller companies.

The per cent of workers involved in strikes called for reasons other than union recognition or dissatisfaction with wages and hours, amounted to only 13.7% in 1935, 13.3% in 1936, and 17.8% in 1937, but jumped to 30.7% in 1938. This undoubtedly reflects to a considerable extent the dissension caused by jurisdictional competition between A.F.L. and C.I.O. unions. Many establishments had to close because of controversies in which management was not directly a party.

Chronology of Events Affecting Labor Relations July, 1939

July

- 1 *Clothing Workers Renew Contract*—Eighteen years of peaceful employer-employee relations extended by new two-year agreement covering 40,000 members of Amalgamated Clothing Workers of America.
General Motors Petitions N.L.R.B.—General Motors petitions N.L.R.B. for election to decide claims of competing unions. First of large corporations taking advantage of amended N.L.R.B. rules.
- 5 *W.P.A. Strike*—Thousands of W.P.A. workers throughout the nation refuse to work in protest against decision of Congress that cut pay to less than union rates. Head of W.P.A. orders state administrators to drop from relief rolls all who absent themselves from work for more than five days.
General Motors Strike—Eight hundred tool and die men at Detroit strike for union labels on all products, uniform minimum hiring rate in all G.M. plants, wage increase of at least ten cents an hour, new overtime provisions, and a standard apprentice set-up for all G.M. plants.
- 6 *A. & P. Strike Vote*—Employees of the Great Atlantic and Pacific Tea Company stores vote against representation by either A.F.L. or C.I.O. as a bargaining agency.
- 7 *G. M. Security Plan Dropped*—As strike spreads, General Motors announces immediate suspension of its employee income security plan which provides for advances in periods of enforced idleness.
- 11 *Anti-picketing Judgment Upheld*—The New York Court of Appeals unanimously affirms judgment of Appellate Division restraining picketing of twelve stores of the Busch Jewelry Company. Decision is based on statements that the picketing could not be described as "peaceful."
- 13 *Social Security Revision*—Senate adopts amendments to social security law, freezing old-age insurance taxes for three years at 1%, providing additional payments to widows, starting insurance payments under the contributory system in 1940 instead of 1942 and increasing payments to workers in the early years of the system.
- 14 *N.L.R.B. Policy on Certification*—N.L.R.B. announces abandonment at certification of bargaining representatives by examination of union membership cards. Will insist on election to determine the choice of majority of employees.
Workers Lend Money to Company—Three hundred employees of the Enterprise Foundry Company of Belleville, Ill. lend the company \$175,000 in return for assurances that it will stay in business in Belleville for at least ten years and will make no wage reduction during that period. Employees receive interest-bearing bonds, secured by mortgage on the plant, maturing in five to ten years.
Court Overrules N.L.R.B.—Seventh United States Circuit Court of Appeals orders Labor Board to permit employees to vote on independent union as well as the C.I.O. affiliate in choosing bargaining agent.
- 18 *W.P.A. Drops 2,000 Under New Act*—Under the provisions of the new Relief Act, the first 2,000 workers are dismissed in New York City. The Act requires the dismissal of all workers, except war veterans, who have been on the W.P.A. rolls eighteen months or longer.
- 19 *Peace in Harlan*—United Mine Workers and Harlan County Coal Operators' Association sign seven-point agreement to be effective until March 31, 1941.
Profit-Sharing Plan—Pressure Casings, Inc., announces new policy through which 40% of the company's net income will go to employees, 40% to stockholders and 20% to a reserve sinking fund.
- 20 *House Votes N.L.R.B. Inquiry*—By a vote of 254 to 134, the House of Representatives authorizes five-man committee to investigate N.L.R.B. and report appropriate legislation.
Armour Explains Strike Issue—Through medium of half-page advertisements, Armour & Company issues statement to the public and its employees on "Why a Strike Is Threatened at Armour's."
- 24 *LaFollette Bill Reported Favorably*—The Senate Committee on Education and Labor reports favorably on bill designed to bar from interstate commerce commodities produced with the aid of "Oppressive labor practices."

Wages and the Cost of Living

MANUFACTURING activity showed a general improvement in June, according to reports received from manufacturers in the 25 industries covered in THE CONFERENCE BOARD's regular monthly survey.

Man Hours Worked

Total man hours worked were 2.6% higher in June than in May as there were increases both in the number of employed workers and the average number of hours worked by them. Increases were reported in 18 of the

25 industries, with gains of slightly over 10% in the boot and shoe and wool industries. In the silk industry, on the other hand, there was a drop of 7.0% in the total number of man hours worked. Total man hours in the 25 industries were 26.0% higher than a year ago, but 35.5% lower than in 1929.

Employment and Payrolls

There were 0.6% more workers employed in June than in May, 11.5% more than in June, 1938, but 16.2% fewer than in 1929. Total payroll disbursements in

EARNINGS AND HOURS, ALL WAGE EARNERS

JUNE, 1939

| INDUSTRY | Average Earnings | | | | Average Hours per Week per Wage Earner | | | |
|------------------------------------|------------------|---------|---------|---------|--|------|---------|------|
| | Hourly | | Weekly | | Actual | | Nominal | |
| | June | May | June | May | June | May | June | May |
| Agricultural implement..... | \$.802 | \$.800 | \$31.11 | \$29.89 | 38.8 | 37.4 | 40.2 | 40.2 |
| Automobile ¹ | .960 | .956 | 33.75 | 31.42 | 35.2 | 32.9 | 40.0 | 40.0 |
| Boot and shoe..... | .509 | .524 | 17.72 | 16.89 | 34.8 | 32.3 | 40.0 | 40.0 |
| Chemical..... | .757 | .752 | 29.43 | 29.34 | 38.9 | 39.0 | 40.1 | 40.1 |
| Cotton—North..... | .489 | .491 | 17.99 | 18.18 | 36.8 | 37.0 | 39.9 | 39.9 |
| Electrical manufacturing..... | .795 | .798 | 30.09 | 29.91 | 37.8 | 37.5 | 39.9 | 39.8 |
| Furniture ² | .668 | .665 | 25.30 | 23.86 | 37.9 | 35.9 | 40.9 | 40.8 |
| Hosiery and knit goods..... | .538 | .547 | 19.21 | 19.15 | 35.7 | 35.0 | 40.0 | 40.0 |
| Iron and steel ³ | .847 | .835 | 28.37 | 27.30 | 33.5 | 32.7 | 40.2 | 40.2 |
| Leather tanning and finishing..... | .635 | .630 | 24.43 | 23.98 | 38.5 | 38.1 | 40.3 | 40.3 |
| Lumber and millwork..... | .675 | .676 | 27.18 | 26.65 | 40.2 | 39.5 | 42.0 | 41.9 |
| Meat packing..... | .707 | .698 | 28.61 | 28.40 | 40.5 | 40.7 | 40.4 | 40.4 |
| Paint and varnish..... | .714 | .714 | 29.98 | 29.35 | 42.0 | 41.1 | 40.6 | 40.6 |
| Paper and pulp..... | .640 | .640 | 25.25 | 25.74 | 39.5 | 40.2 | 41.2 | 41.2 |
| Paper products..... | .609 | .608 | 24.28 | 23.90 | 39.9 | 39.3 | 40.5 | 40.6 |
| Printing—book and job..... | .836 | .826 | 32.05 | 31.85 | 38.4 | 38.6 | 40.1 | 40.0 |
| Printing—news and magazine..... | .967 | .969 | 35.26 | 35.85 | 36.4 | 37.0 | 39.8 | 39.7 |
| Rubber..... | .849 | .853 | 29.78 | 28.85 | 35.1 | 33.8 | 38.1 | 38.2 |
| 1. Rubber tires and tubes..... | .997 | 1.004 | 33.50 | 32.79 | 33.6 | 32.7 | 37.1 | 37.1 |
| 2. Other rubber products..... | .680 | .679 | 25.12 | 23.94 | 36.9 | 35.2 | 39.4 | 39.5 |
| Silk..... | .536 | .528 | 17.74 | 17.73 | 33.1 | 33.6 | 40.3 | 40.2 |
| Wool..... | .586 | .594 | 20.67 | 19.90 | 35.3 | 33.5 | 40.3 | 40.0 |
| Foundries and machine shops..... | .740 | .736 | 28.35 | 27.92 | 38.3 | 37.9 | 40.2 | 40.2 |
| 1. Foundries..... | .747 | .746 | 26.23 | 25.97 | 35.1 | 34.8 | 40.2 | 40.1 |
| 2. Machines and machine tools..... | .750 | .750 | 31.29 | 30.95 | 41.7 | 41.3 | 40.9 | 40.9 |
| 3. Heavy equipment..... | .779 | .779 | 30.26 | 29.72 | 38.8 | 38.2 | 40.1 | 40.1 |
| 4. Hardware and small parts..... | .669 | .665 | 25.54 | 25.19 | 38.1 | 37.9 | 40.3 | 40.3 |
| 5. Other products..... | .744 | .735 | 27.63 | 27.14 | 37.1 | 36.9 | 39.7 | 39.7 |
| 25 INDUSTRIES..... | \$.721 | \$.720 | \$26.79 | \$26.19 | 37.2 | 36.5 | 40.3 | 40.2 |
| Cement..... | .694 | .690 | \$27.13 | \$26.16 | 39.1 | 37.9 | 39.4 | 39.5 |
| Petroleum refining..... | .969 | .972 | 35.03 | 35.28 | 36.1 | 36.3 | 36.0 | 36.0 |
| 27 INDUSTRIES..... | \$.724 | \$.723 | \$26.90 | \$26.30 | 37.2 | 36.5 | 40.2 | 40.2 |

NOTE: The wage data here given are for cash payments only and do not take into consideration the value of such wage equivalents as reduced or free house rents or other special services rendered by the company to employees. Various forms of wage equivalents are in use in industrial establishments in many localities, but the part which they play as compensation for work performed cannot be taken into account in a study of this character.

¹Based on data collected by the Automobile Manufacturers Association and THE CONFERENCE BOARD.

²Includes wood, metal, and upholstered household and office furniture.

³Based on data collected by the American Iron and Steel Institute and THE CONFERENCE BOARD.

CHANGES IN THE COST OF LIVING, JUNE, 1939

| Item | Relative Importance in Postwar Family Budget | Indexes, 1923=100 | | | Percentage Changes | |
|----------------------------------|--|-------------------|-----------|------------|-------------------------|--------------------------|
| | | June, 1939 | May, 1939 | June, 1938 | May, 1939 to June, 1939 | June, 1938 to June, 1939 |
| Food ¹ | 33 | 77.9 | 78.1 | 81.9 | -0.3 | -4.9 |
| Housing..... | 20 | 86.0 | 86.2 | 86.7 | -0.2 | -0.8 |
| Clothing..... | 12 | 72.0 | 72.1 | 73.9 | -0.1 | -2.6 |
| Men's clothing..... | | 78.3 | 78.4 | 79.8 | -0.1 | -1.9 |
| Women's clothing..... | | 65.7 | 65.8 | 67.9 | -0.2 | -3.2 |
| Fuel and light..... | 5 | 83.4 | 84.0 | 83.7 | -0.7 | -0.4 |
| Coal..... | | 82.0 | 82.9 | 82.4 | -1.1 | -0.5 |
| Gas and electricity..... | | 86.2 | 86.2 | 86.4 | 0 | -0.2 |
| Sundries..... | 30 | 96.6 | 96.6 | 97.5 | 0 | -0.9 |
| WEIGHTED AVERAGE OF ALL ITEMS... | 100 | 84.7 | 84.8 | 86.7 | -0.1 | -2.3 |
| PURCHASING VALUE OF DOLLAR..... | | 118.1 | 117.9 | 115.3 | +0.2 | +2.4 |

¹Based on food price indexes of the United States Bureau of Labor Statistics, June 13, 1939, May 16, 1939 and June 14, 1938.

INDEXES OF EARNINGS, EMPLOYMENT, MAN HOURS, AND PAYROLLS, ALL WAGE EARNERS

JUNE, 1939

1923=100

| INDUSTRY | Average Earnings | | | | | | Employment | | Total Man Hours Worked | | Payrolls | |
|------------------------------------|------------------|-------|--------|-------|-------|-------|------------|-------|------------------------------|-------|----------|-------|
| | Hourly, Actual | | Weekly | | | | | | | | | |
| | | | Actual | | Real | | | | | | | |
| | June | May | June | May | June | May | June | May | June | May | June | May |
| Agricultural implement..... | 144.2 | 143.9 | 113.1 | 108.7 | 133.5 | 128.2 | 101.1 | 104.1 | 79.3 | 78.7 | 114.3 | 113.2 |
| Automobile ¹ | 151.9 | 151.3 | 112.0 | 104.2 | 132.2 | 122.9 | 86.9 | 87.5 | 64.1 | 60.4 | 97.3 | 91.2 |
| Boot and shoe..... | 102.8 | 105.9 | 78.4 | 74.7 | 92.6 | 88.1 | 91.7 | 89.4 | 70.0 | 63.3 | 71.9 | 66.8 |
| Chemical..... | 149.6 | 148.6 | 109.4 | 109.0 | 129.2 | 128.5 | 109.9 | 110.1 | 80.3 | 80.7 | 120.2 | 120.0 |
| Cotton—North..... | 109.9 | 110.3 | 84.7 | 85.6 | 100.0 | 100.9 | 39.9 | 39.8 | 30.7 | 30.8 | 33.8 | 34.1 |
| Electrical manufacturing..... | 140.0 | 140.5 | 111.1 | 110.4 | 131.2 | 130.2 | 83.7 | 83.0 | 66.2 | 65.2 | 93.0 | 91.6 |
| Furniture ² | 129.2 | 128.6 | 101.4 | 95.7 | 119.7 | 112.9 | 78.7 | 79.5 | 61.9 | 59.2 | 79.8 | 76.1 |
| Hosiery and knit goods..... | 140.8 | 143.2 | 108.7 | 108.4 | 128.3 | 127.8 | 109.5 | 112.0 | 84.4 | 84.7 | 119.0 | 121.4 |
| Iron and steel ³ | 142.1 | 140.1 | 82.9 | 79.8 | 97.9 | 94.1 | 90.5 | 90.1 | 52.6 | 51.1 | 75.0 | 71.9 |
| Leather tanning and finishing..... | 130.7 | 129.6 | 105.5 | 103.5 | 124.6 | 122.1 | 76.2 | 74.4 | 61.6 | 59.5 | 80.4 | 77.0 |
| Lumber and millwork..... | 142.7 | 142.9 | 116.1 | 113.8 | 137.1 | 134.2 | 64.4 | 63.0 | 52.3 | 50.3 | 74.8 | 71.7 |
| Meat packing..... | 149.5 | 147.6 | 121.5 | 120.6 | 143.4 | 142.2 | 95.0 | 91.7 | 77.4 | 75.1 | 115.4 | 110.6 |
| Paint and varnish..... | 133.7 | 133.7 | 112.8 | 110.5 | 133.2 | 130.3 | 128.3 | 126.4 | 108.2 | 104.3 | 144.7 | 139.7 |
| Paper and pulp..... | 127.0 | 127.0 | 96.8 | 98.7 | 114.3 | 116.4 | 107.3 | 107.5 | 81.9 | 83.4 | 103.9 | 106.1 |
| Paper products..... | 133.6 | 133.3 | 111.5 | 109.7 | 131.6 | 129.4 | 127.8 | 128.3 | 107.1 | 106.0 | 142.5 | 140.7 |
| Printing—book and job..... | 128.0 | 126.5 | 107.0 | 106.3 | 126.3 | 125.4 | 95.2 | 96.2 | 79.8 | 80.9 | 102.0 | 102.3 |
| Printing—news and magazine..... | 139.5 | 139.8 | 112.9 | 114.8 | 133.3 | 135.4 | 116.6 | 117.4 | 94.3 | 96.5 | 131.6 | 134.8 |
| Rubber..... | 135.6 | 136.3 | 106.2 | 102.9 | 125.4 | 121.3 | 71.5 | 72.2 | 56.0 | 54.4 | 75.9 | 74.3 |
| Silk..... | 108.1 | 106.5 | 77.0 | 77.0 | 90.9 | 90.8 | 82.3 | 87.2 | 58.6 | 63.0 | 63.4 | 67.1 |
| Wool..... | 116.0 | 117.6 | 86.2 | 83.0 | 101.8 | 97.9 | 77.7 | 74.2 | 57.7 | 52.3 | 67.0 | 61.6 |
| Foundries and machine shops..... | 129.1 | 128.4 | 99.9 | 98.4 | 117.9 | 116.0 | 81.7 | 80.5 | 63.1 | 61.5 | 81.6 | 79.2 |
| 1. Foundries..... | 126.6 | 126.4 | 88.6 | 87.7 | 104.6 | 103.4 | 60.6 | 60.4 | 42.4 | 41.9 | 53.7 | 53.0 |
| 2. Machines and machine tools..... | 136.6 | 136.6 | 114.6 | 113.4 | 135.3 | 133.7 | 92.3 | 89.9 | 77.3 | 74.5 | 105.8 | 101.9 |
| 3. Heavy equipment..... | 116.3 | 116.3 | 91.6 | 90.0 | 108.1 | 106.1 | 58.1 | 56.6 | 45.7 | 43.9 | 53.2 | 50.9 |
| 4. Hardware and small parts..... | 130.7 | 129.9 | 102.9 | 101.5 | 121.5 | 119.7 | 98.1 | 97.5 | 77.1 | 76.1 | 100.9 | 99.0 |
| 5. Other products..... | 132.9 | 131.3 | 101.1 | 99.3 | 119.4 | 117.1 | 94.6 | 93.7 | 71.9 | 70.8 | 95.6 | 93.0 |
| 25 INDUSTRIES..... | 133.3 | 133.1 | 100.7 | 98.4 | 118.9 | 116.0 | 84.6 | 84.1 | 64.0 | 62.4 | 85.2 | 82.8 |

NOTE: No basic 1923 data are available, hence no indexes are given for the following: rubber tires and tubes, other rubber products, cement, petroleum refining, and "27 industries."

¹Based on data collected by the Automobile Manufacturers Association and THE CONFERENCE BOARD.

²Includes wood, metal, and upholstered household and office furniture.

³Based on data collected by the American Iron and Steel Institute and THE CONFERENCE BOARD.

June were 2.9% higher than in May, 26.8% higher than in June, 1938, but 21.4% lower than in 1929.

Hourly Earnings

Average hourly earnings increased 0.1% from 72.0 cents in May to 72.1 cents in June. They were 0.3% higher than a year ago, and 22.2% higher than in 1929, when they averaged 59.0 cents. In fact, the hourly earnings in June were the highest recorded since THE CONFERENCE BOARD began its regular survey in 1920.

Average Work Week

The average number of hours worked per week increased from 36.5 hours in May to 37.2 hours in June, an increase of 1.9%. The average work week was 13.1%

higher than in June, 1938, when it was 32.9 hours, but 23.0% lower than in 1929, when it was 48.3 hours. Increases in the average work week were found in 18 industries and there were gains of two hours or more in the automobile, boot and shoe, and furniture industries.

Weekly Earnings

Average weekly earnings increased 60 cents, from \$26.19 in May to \$26.79 in June, a gain of 2.3%. All but three of the 25 industries had higher average weekly earnings in June than in May. The largest increases were in the automobile industry, 7.4%, and in the furniture industry, 6.0%. In the 25 industries combined, average weekly earnings were 13.7% higher than a year

(Continued on page 116)

EARNINGS AND HOURS, ALL MALE AND FEMALE WAGE EARNERS

JUNE, 1939

| INDUSTRY | ALL MALE | | | | | | FEMALE | | | | | |
|------------------------------------|------------------|--------|---------|---------|--|------|------------------|--------|---------|---------|--|-------|
| | Average Earnings | | | | Average Hours per Week per Wage Earner | | Average Earnings | | | | Average Hours per Week per Wage Earner | |
| | Hourly | | Weekly | | | | Hourly | | Weekly | | | |
| | June | May | June | May | June | May | June | May | June | May | June | May |
| Agricultural implement..... | \$.805 | \$.803 | \$31.23 | \$30.01 | 38.8 | 37.4 | \$.597 | \$.612 | \$22.99 | \$21.03 | 38.5 | 34.4 |
| Automobile ¹ | .971 | .967 | 34.28 | 31.91 | 35.3 | 33.0 | .686 | .703 | 22.71 | 22.07 | 33.1 | 31.4 |
| Boot and shoe..... | .578 | .591 | 20.52 | 19.41 | 35.5 | 32.8 | .411 | .422 | 14.15 | 13.09 | 34.4 | 31.0 |
| Chemical..... | .788 | .782 | 30.69 | 30.66 | 39.0 | 39.2 | .540 | .536 | 20.89 | 20.51 | 38.7 | 38.2 |
| Cotton—North..... | .537 | .542 | 20.55 | 20.69 | 38.2 | 38.2 | .422 | .422 | 14.71 | 15.04 | 34.9 | 35.6 |
| Electrical manufacturing..... | .852 | .852 | 32.52 | 32.23 | 38.2 | 37.8 | .562 | .564 | 20.50 | 20.36 | 36.5 | 36.1 |
| Furniture ² | .679 | .675 | 26.01 | 24.44 | 38.3 | 36.2 | .491 | .504 | 15.61 | 15.42 | 31.8 | 30.6 |
| Hosiery and knit goods..... | .687 | .693 | 26.83 | 25.29 | 39.1 | 36.5 | .430 | .433 | 15.31 | 14.72 | 35.6 | 34.0 |
| Iron and steel ³ | .847 | .835 | 28.37 | 27.30 | 33.5 | 32.7 | | | | | | |
| Leather tanning and finishing..... | .660 | .654 | 25.49 | 25.06 | 38.6 | 38.3 | .472 | .469 | 17.80 | 17.22 | 37.7 | 36.7 |
| Lumber and millwork..... | .675 | .676 | 27.18 | 26.65 | 40.2 | 39.5 | | | | | | |
| Meat packing..... | .734 | .724 | 29.95 | 29.71 | 40.8 | 41.0 | .548 | .542 | 21.14 | 21.08 | 38.6 | 38.9 |
| Paint and varnish..... | .726 | .726 | 30.64 | 29.91 | 42.2 | 41.2 | .522 | .525 | 20.67 | 20.32 | 39.6 | 38.7 |
| Paper and pulp..... | .656 | .656 | 26.00 | 26.48 | 39.6 | 40.3 | .427 | .429 | 15.84 | 15.95 | 37.1 | 37.2 |
| Paper products..... | .672 | .670 | 27.36 | 26.81 | 40.7 | 40.0 | .454 | .452 | 17.27 | 17.05 | 38.1 | 37.7 |
| Printing—book and job..... | .924 | .914 | 36.77 | 36.35 | 39.8 | 39.8 | .518 | .531 | 18.48 | 18.93 | 35.7 | 35.7 |
| Printing—news and magazine..... | 1.017 | 1.015 | 37.46 | 38.00 | 36.8 | 37.4 | .581 | .586 | 19.65 | 19.85 | 33.8 | 33.9 |
| Rubber..... | .941 | .948 | 33.10 | 32.19 | 35.2 | 34.0 | .566 | .568 | 19.58 | 18.78 | 34.6 | 33.1 |
| 1. Rubber tires and tubes..... | 1.031 | 1.039 | 35.12 | 34.35 | 34.1 | 33.0 | .717 | .716 | 21.57 | 21.51 | 30.1 | 30.0 |
| 2. Other rubber products..... | .788 | .787 | 29.30 | 28.12 | 37.2 | 35.7 | .519 | .519 | 18.84 | 17.77 | 36.3 | 34.2 |
| Silk..... | .598 | .595 | 20.22 | 20.36 | 33.8 | 34.2 | .403 | .393 | 12.81 | 12.74 | 31.8 | 32.4 |
| Wool..... | .642 | .645 | 23.37 | 22.38 | 36.4 | 34.7 | .493 | .504 | 16.97 | 16.14 | 34.5 | 32.0 |
| Foundries and machine shops..... | .759 | .755 | 29.23 | 28.81 | 38.5 | 38.1 | .480 | .479 | 17.09 | 16.81 | 35.6 | 35.1 |
| 1. Foundries..... | .751 | .749 | 26.38 | 26.11 | 35.1 | 34.8 | .562 | .562 | 18.07 | 18.38 | 32.2 | 32.7 |
| 2. Machines and machine tools..... | .755 | .754 | 31.53 | 31.18 | 41.8 | 41.3 | .512 | .517 | 19.93 | 19.49 | 38.9 | 37.7 |
| 3. Heavy equipment..... | .779 | .779 | 30.26 | 29.72 | 38.8 | 38.2 | | | | | | |
| 4. Hardware and small parts..... | .704 | .700 | 26.99 | 26.61 | 38.3 | 38.0 | .457 | .457 | 16.99 | 16.94 | 37.1 | 37.1 |
| 5. Other products..... | .781 | .772 | 29.32 | 28.88 | 37.5 | 37.4 | .487 | .485 | 16.82 | 16.41 | 34.5 | 33.9 |
| 25 INDUSTRIES..... | \$.767 | \$.764 | \$28.80 | \$28.09 | 37.7 | 36.9 | \$.472 | \$.475 | \$16.57 | \$16.18 | 35.1 | 34.0 |
| Cement..... | \$.694 | \$.690 | \$27.13 | \$26.16 | 39.1 | 37.9 | | | | | | |
| Petroleum refining..... | .969 | .972 | 35.03 | 35.28 | 36.1 | 36.3 | | | | | | |
| 27 INDUSTRIES..... | \$.769 | \$.767 | \$28.88 | \$28.19 | 37.7 | 36.9 | | | | | | |

¹Based on data collected by the Automobile Manufacturers Association and THE CONFERENCE BOARD.

²Includes wood, metal, and upholstered household and office furniture.

³Based on data collected by the American Iron and Steel Institute and THE CONFERENCE BOARD.

EARNINGS AND HOURS, UNSKILLED AND SKILLED AND SEMISKILLED MALE WAGE EARNERS

JUNE, 1939

| INDUSTRY | UNSKILLED | | | | | | SKILLED AND SEMISKILLED | | | | | |
|------------------------------------|------------------|---------|---------|---------|--|------|-------------------------|---------|---------|---------|--|------|
| | Average Earnings | | | | Average Hours per Week per Wage Earner | | Average Earnings | | | | Average Hours per Week per Wage Earner | |
| | Hourly | | Weekly | | | | Hourly | | Weekly | | | |
| | June | May | June | May | June | May | June | May | June | May | June | May |
| Agricultural implement..... | \$.649 | \$.648 | \$25.87 | \$24.15 | 39.8 | 37.2 | \$.827 | \$.824 | \$31.94 | \$30.82 | 38.6 | 37.4 |
| Automobile ¹ | .794 | .795 | 30.57 | 28.06 | 38.5 | 35.3 | .980 | .976 | 34.40 | 32.11 | 35.1 | 32.9 |
| Boot and shoe..... | .436 | .437 | 15.65 | 14.73 | 35.9 | 33.7 | .584 | .597 | 20.73 | 19.58 | 35.5 | 32.8 |
| Chemical..... | .694 | .689 | 27.02 | 26.70 | 38.9 | 38.8 | .822 | .816 | 32.05 | 32.13 | 39.0 | 39.4 |
| Cotton—North..... | .498 | .511 | 19.84 | 20.21 | 39.9 | 39.6 | .553 | .554 | 20.81 | 20.86 | 37.6 | 37.7 |
| Electrical manufacturing..... | .672 | .664 | 25.74 | 25.70 | 38.3 | 38.7 | .872 | .873 | 33.31 | 32.91 | 38.2 | 37.7 |
| Furniture ² | .532 | .539 | 20.43 | 18.54 | 38.4 | 34.4 | .716 | .709 | 27.42 | 25.95 | 38.3 | 36.6 |
| Hosiery and knit goods..... | .460 | .459 | 19.01 | 17.22 | 41.3 | 37.5 | .706 | .712 | 27.47 | 25.91 | 38.9 | 36.4 |
| Iron and steel ³ | .646 | .640 | 21.83 | 21.95 | 33.8 | 34.3 | .883 | .869 | 29.58 | 28.16 | 33.5 | 32.4 |
| Leather tanning and finishing..... | .542 | .544 | 20.85 | 20.98 | 38.4 | 38.6 | .687 | .680 | 26.57 | 26.00 | 38.7 | 38.2 |
| Lumber and millwork..... | .477 | .476 | 19.86 | 19.33 | 41.6 | 40.6 | .747 | .748 | 29.82 | 29.34 | 39.9 | 39.2 |
| Meat packing..... | .640 | .625 | 26.35 | 25.99 | 41.2 | 41.6 | .784 | .774 | 31.84 | 31.54 | 40.6 | 40.7 |
| Paint and varnish..... | .628 | .632 | 26.12 | 25.85 | 41.6 | 40.9 | .779 | .776 | 33.11 | 32.13 | 42.5 | 41.4 |
| Paper and pulp..... | .539 | .539 | 20.50 | 20.87 | 38.0 | 38.8 | .696 | .696 | 27.87 | 28.41 | 40.1 | 40.8 |
| Paper products..... | .524 | .523 | 21.20 | 20.91 | 40.5 | 40.0 | .735 | .731 | 29.99 | 29.27 | 40.8 | 40.0 |
| Printing—book and job..... | .543 | .539 | 21.96 | 22.10 | 40.4 | 41.0 | 1.029 | 1.019 | 40.78 | 40.20 | 39.6 | 39.4 |
| Printing—news and magazine..... | .626 | .617 | 22.40 | 22.02 | 35.8 | 35.7 | 1.105 | 1.104 | 40.94 | 41.77 | 37.1 | 37.8 |
| Rubber..... | .669 | .664 | 25.37 | 25.12 | 37.9 | 37.8 | .950 | .958 | 33.30 | 32.41 | 35.1 | 33.8 |
| 1. Rubber tires and tubes..... | .764 | .769 | 27.21 | 27.35 | 35.6 | 35.6 | 1.038 | 1.047 | 35.29 | 34.52 | 34.0 | 33.0 |
| 2. Other rubber products..... | .564 | .561 | 22.99 | 22.62 | 40.8 | 40.4 | .798 | .799 | 29.55 | 28.36 | 37.0 | 35.5 |
| Wool..... | .519 | .520 | 18.83 | 17.70 | 36.3 | 34.0 | .702 | .704 | 25.62 | 24.71 | 36.5 | 35.1 |
| Foundries and machine shops..... | .617 | .619 | 22.99 | 22.78 | 37.2 | 36.8 | .783 | .778 | 30.37 | 29.90 | 38.8 | 38.4 |
| 1. Foundries..... | .605 | .614 | 21.40 | 21.74 | 35.4 | 35.4 | .807 | .802 | 28.29 | 27.77 | 35.1 | 34.6 |
| 2. Machines and machine tools..... | .573 | .570 | 22.92 | 22.81 | 40.0 | 40.0 | .773 | .772 | 32.60 | 32.16 | 42.1 | 41.6 |
| 3. Heavy equipment..... | .611 | .610 | 23.05 | 22.13 | 37.7 | 36.3 | .806 | .805 | 31.44 | 30.94 | 39.0 | 38.5 |
| 4. Hardware and small parts..... | .569 | .568 | 21.27 | 21.18 | 37.4 | 37.3 | .711 | .705 | 27.57 | 27.09 | 38.8 | 38.4 |
| 5. Other products..... | .681 | .679 | 25.16 | 24.76 | 36.9 | 36.5 | .800 | .790 | 30.12 | 29.72 | 37.7 | 37.6 |
| 24 INDUSTRIES ⁴ | \$.591 | \$.591 | \$22.65 | \$22.17 | 38.4 | 37.7 | \$.809 | \$.806 | \$30.35 | \$29.57 | 37.6 | 36.8 |
| Cement..... | \$.582 | \$.578 | \$22.09 | \$20.66 | 38.0 | 35.7 | \$.715 | \$.713 | \$28.15 | \$27.35 | 39.4 | 38.4 |
| Petroleum refining..... | .697 | .703 | 24.26 | 24.96 | 34.8 | 35.5 | 1.017 | 1.020 | 36.92 | 37.13 | 36.3 | 36.4 |
| 26 INDUSTRIES ⁴ | \$.592 | \$.592 | \$22.66 | \$22.19 | 38.4 | 37.7 | \$.812 | \$.809 | \$30.45 | \$29.68 | 37.6 | 36.8 |

¹Based on data collected by the Automobile Manufacturers Association and THE CONFERENCE BOARD.²Includes wood, metal, and upholstered household and office furniture.³Based on data collected by the American Iron and Steel Institute and THE CONFERENCE BOARD.⁴Silk industry not included, as adequate data for unskilled and skilled groups are not available for this industry.

Wages and the Cost of Living (Continued from page 113)

ago, when they averaged \$23.56, but 6.2% lower than in 1929, when they were \$28.55. Real weekly earnings, that is, actual weekly earnings adjusted for changes in the cost of living, were 2.5% higher in June than in May, 16.5% higher than in June, 1938, and 10.9% higher than in 1929.

Cost of Living

The cost of living of wage earners declined 0.1% from May to June. Although some reduction in costs occurred in each of the major groups of expenditures except sundries, the only substantial decline was a

seasonal drop in coal prices. Living costs in June were 2.3% lower than in June, 1938, 15.4% lower than in 1929, but 18.1% higher than at the low point which was reached in 1933.

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